

CERP Guidance Memorandum

South Florida Water Management District – Jacksonville District, U.S. Army Corps Of Engineers

CGM NUMBER-REVISION: 008.00

EFFECTIVE DATE: 04/18/02

CATEGORY: DCT

SUBJECT: Design Coordination Team Standard Operating Procedure

DESCRIPTION:

This document defines the procedures that will be employed by the South Florida Water Management District (SFWMD) and the Jacksonville District, U.S. Army Corps of Engineers (USACE) in the conduct of the Design Coordination Team (DCT) for project pursued under the Comprehensive Everglades Restoration Plan (CERP). These “operational procedures” include the DCT membership in terms of each of the partnering agency’s staff positions, roles and responsibilities of the DCT membership, reporting requirements, and procedures for the conduct of DCT meetings. Although there will be other Design Coordination Teams with other CERP local sponsors, for the purpose of this document, the term DCT will refer to the SFWMD Design Coordination Team.

GUIDANCE:

The Design Agreement executed between the SFWMD and the U.S. Army on 12 May 2000, requires that a DCT be established to provide for consistent and effective communication. Because the Design Agreement uniquely involves a program comprised of multiple projects rather than the more traditional single project agreement, the DCT established under this agreement must take a programmatic approach both in form and in function. For this reason, the DCT that has been formed by the SFWMD and the USACE reflects a structure unique to the Jacksonville District and reflects the partnership relationship between the Federal Government and the State of Florida.

Under the terms of the Design Agreement and as agreed to in the Master Program Management Plan (MPMP) approved on 11 August 2000, the DCT will provide technical oversight and interagency coordination on matters related to:

1. Project schedules in terms of product delivery and resource allocation.

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2. Plans and work products including Project Implementation Reports, Pilot Project Design Reports, Design Documentation Reports, construction plans and specifications, anticipated requirements for performance of operation, maintenance, repair replacement and rehabilitation, contract scopes of work, contract modifications, and any sub-division of products specifically identified in Project Management Plans (PMP).
3. Adequacy and completeness of the technical products and functions described in management plans, including Project Management Plans, Program-level Activity Management Plans and updates of the Master Program Management Plan.
4. Real property and relocation requirements.
5. Technical aspects of program and project cost projections.
6. Support and development of program-level products and efforts.
7. Development of procurement strategies.

Design Coordination Team Composition - The DCT will be co-chaired by the SFWMD and the USACE Program Managers. Besides the SFWMD and USACE personnel, in recognition of the agency's unique relationship with the SFWMD, a member of the Florida Department of Environmental Protection (FDEP) will be invited to serve as a non-Federal member of the DCT. Additionally, the DCT membership will include one representative from the SFWMD's and one representative from the USACE's "program support contractor" in a non-voting consultant role. Support and services functions from each agency will not sit as members of the DCT, but may be asked to attend and participate as needed. The Regional Project Managers will attend and support the DCT. The positions listed in Table 1 will serve as representatives on the DCT.

Authority - The DCT serves and functions as the technical oversight body and reports, and is sub-ordinate to, the USACE's Project Review Board (PRB) and SFWMD's Corporate Review Group (CRG). Therefore, the DCT derives its authority, and is limited by, the senior-level individuals of the implementing agencies. Individual DCT members retain all of their organization's supervisory relationships, requirements, and

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responsibilities. The DCT does not have the authority to set individual agency or CERP program policy.

Function - The DCT will function as a quasi-corporate board where all members hold equal status and are expected to discuss/debate beyond their own specific areas of responsibility. The DCT will provide a forum for discussion and comment on the work products identified above and for discussion of issues for resolution. The DCT will respond to issues through an agreed-upon issue resolution process. The DCT co-chairs will insure that all viewpoints are considered. Invitees may also participate in the discussions as appropriate. Project Delivery Teams (PDT) through the Project Managers are responsible for taking action based upon discussions in the meeting.

In general, the DCT provides:

1. Guidance to PDT's.
2. Solutions to technical issues to improve the program's implementation.
3. Analysis of program decisions on product delivery.
4. Recommendations to Program Managers on technical and execution matters.

Issue Resolution Process - Once identified, the following deliberative process shall be used to document the resolution of DCT issues:

1. If the PDT cannot resolve a technical issue, the Project Managers or a DCT member can bring an issue before the DCT for resolution.
2. Technical issues will be presented to the DCT in the form of a "DCT Issue Paper." An example issue paper is attached to this document. DCT Issue Papers will contain as a minimum, the following information:
 - a. Date the issue paper was prepared.
 - b. Title of the issue.
 - c. Description of the issue, including a statement referring this issue to the DCT for resolution.

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- d. SFWMD's position statement and recommendation, including the name of the person who developed the position statement.
 - e. USACE's position statement and recommendation, including the name of the person who developed the position statement.
3. The DCT Issue Paper will be provided in the DCT Meeting read-ahead materials to allow DCT members to review the issue prior to DCT deliberations.
 4. The DCT will consider the issue and determine whether it requires action by the DCT.
 5. If it is determined that the DCT should take action on an issue, the issue will be discussed and the DCT will attempt to resolve the issue in a timely manner.
 6. Each agency will take the action to insure all necessary measures are taken once an issue is resolved.
 7. Issues that cannot be resolved in a timely manner will be presented to the CRG/PRB for appropriate action.

Procedures – The DCT will employ the following procedures:

1. The DCT will review each SFWMD CERP project as required. In general, only those projects that have issues will be placed on the agenda and discussed unless otherwise requested by the Program Managers or the Project Managers.
2. The DCT will identify and attempt to resolve technical issues that have, or have the potential, to impact program and/or project schedule, cost, or quality.
3. The DCT through the respective Project Managers will elevate issues to the SFWMD CRG and the USACE PRB as necessary.
4. The DCT will recommend program and project actions (document approvals, corrective actions, schedule and cost adjustments, etc...) through the respective Project Managers to the SFWMD CRG and the USACE PRB.

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Conduct of Meetings – DCT meetings will be conducted as follows:

1. AGENDA:

- a. The DCT will meet monthly for review and general discussion of issues by the members of the team.
- b. The DCT meeting agenda will be limited project-level activities.
- c. In general, technical personnel will comprise the DCT with leadership from each agencies management function.
- d. The conduct of the meeting will not be Project Manager focused; rather, the discussions will be inter-agency deliberations between the technical functions of each agency with Project Managers providing support from the PDT perspective.
- e. The meeting will be for the purpose of technical issue resolution.
- f. The USACE, in close coordination and cooperation of the SFWMD will be responsible for preparation of an agenda.
- g. All projects will be placed on the agenda, however, only those projects that have issues will be reviewed by the DCT at the meeting.

2. FOCUS ON PRODUCT DELIVERY:

- a. Review of the number of products currently being developed.
- b. Product Delivery Status
 - Number of products behind (cause and impact)
 - Recommended corrective action

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c. Resources:

- Resource stability review
- Impact of project/program changes
- Resource adjustments
- Outsourcing status

d. Issues:

- Unresolved
- Immerging
- Impact assessment

3. Normally, the DCT meeting will be conducted via video teleconferencing unless otherwise called for by the Program Managers. Once a quarter, the DCT meeting will be held “face-to-face” and will be hosted alternately in West Palm Beach and in Jacksonville.

4. The meeting chairperson for the televideo meetings will alternate between the SFWMD and the USACE. When the meeting is held face-to-face, the meeting chairman will be the Program Manager from the hosting agency.

5. Preparation of the minutes of the meeting will be the responsibility of the USACE.

6. The Regional Project Managers will attend DCT meetings and will be available to participate in the DCT discussions of individual project issues. On occasion, when complex or detailed information is needed on an issue, the Project Managers will be requested to attend and participate. It is not anticipated that Project Managers will need to be present at a DCT meeting unless a situation arises where it is necessary for them to do so.

7. Meeting notices will be sent via E-Mail and will be coordinated by the USACE. Meeting notices will include a hyperlink to project/program status forms, draft-meeting minutes from the prior meeting, the CERP DCT Program-Level Action Items list, and a draft agenda. Notices will be sent out no less than one-week prior to the meeting.

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8. All DCT documentation, including meeting minutes, agendas, meeting handouts and documents for review and consideration will be posted at www.evergladesplan.org.

Program and Project Management Plans - As needed, the DCT will review and provide technical approval of Program and Project Management Plans. Final DCT action on management plans will be the “Recommendation for Approval” to the SFWMD’s CRG and the USACE’s PRB.

Area of Responsibility - Normally, non-SFWMD sponsored and non-CERP projects will not be deliberated by the DCT. However, it is recognized that system-wide and project interface issues may arise from time to time. In these cases, the DCT may request that these projects be discussed in order to provide information and to solve issues related to SFWMD CERP projects.

Reporting of Non-CERP Projects - For the purposes of efficiency and cooperation, the SFWMD projects that are authorized under the Everglades Ecosystem Restoration Projects (Critical Projects) authority may be reported in conjunction with the DCT meeting. It is recognized that the Critical Projects and CERP authorities are separate and distinct, and that although related, have separate implementation rules.

Reporting of Program Management Issues - A separate meeting to address the Program-Level activities associated with the SFWMD CERP projects will be held in conjunction with the DCT meeting. The purpose of this meeting is to address non-technical and program management issues and efforts associated with the SFWMD CERP program. DCT members are not required to attend this meeting unless they desire to do so. The following items would be discussed at the Executive Management Review (Funding/Time/Resources):

1. Program Schedule Management
 - a. Common Milestone Status
 - b. Schedule Stability
 - c. Schedule Compression Trends
 - d. Program Schedule Issues

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2. Program Execution (Earned Value Management)
 - a. Schedule Performance (completed M/S and Missed M/S)
 - b. Products Completion (this period/year to date)
 - c. Financial Performance
3. Outsourcing Management
 - a. A-E Contractors
 - b. Brokered

APPLICATION:

Effective as of the date indicated on this CERP Guidance Memorandum, the staffs of both agencies will implement this guidance in accordance with the information provide herein.

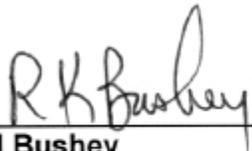
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APPROVALS:



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South Florida Water Management District

DATE: 11 April 02



Dennis R. Duke
CERP Program Manager,
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DATE: 4/11/02

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Table 1
Design Coordination Team Membership

SFWMD	USACE
Assistant Deputy Director, Everglades restoration and Public Works (Program Manager)	Restoration Program Manager, Environmental Restoration Division
Director, Program Management Department	Chief, Restoration Program Management Branch, Environmental Restoration Division
Director, CERP/ECP Department	Chief, RECOVER Branch, Environmental Restoration Division
Director, Project Implementation Department	Chief, Central Restoration Projects Branch, Environmental Restoration Division
Assistant Deputy Executive Director, Operation and Maintenance	Chief, South Restoration Projects Branch, Environmental Restoration Division
Representative, Procurement Department	Chief, Plan Formulation Branch, Planning Division
Director, Real Estate Division	Assistant Chief, Engineering Division / Chief, Technical Services Branch, Engineering Division
Representative, Office of Counsel	Chief, Construction Branch, Construction Operations Division
Chief, RECOVER	Chief, Operations Branch, Construction Operations Division
Supervisor, Environmental Engineering Section	Chief, Acquisition Branch, Real Estate Division
Director, Program Controls Division	Chief, CERP Branch, Contracting Division
Director, Program Management Division	Assistant District Counsel (South Florida Team Leader), Office of Counsel
Director, Program Support Division	
Director, Engineering Division	
Director, Construction Division	
Representative from the Florida Department of Environmental Protection	

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DCT ISSUE PAPER

DATE: *Date Issue Paper Prepared /1st Mod Date /2nd Mod Date /../nth Mod Date*

ISSUE: *Short Title of Issue*

DESCRIPTION: *A short description of the Comprehensive Everglades Restoration Plan issue requiring resolution.*

It is recommended that this issue be presented to the Design Coordination Team (DCT) for action. Note, the issue paper may be sent to the DCT for a “first read” or for information.

SFWMD POSITION AND RECOMMENDATION: *Person Preparing Position*

The SFWMD’s position and recommendation for resolution.

USACE POSITION AND RECOMMENDATION: *Person Preparing Position*

The SFWMD’s position and recommendation for resolution.

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